

management-oriented professionals who are available to monitor and to help find solutions to management problems before they become costly burdens to the taxpayers.

President Franklin Roosevelt had professionals who were capable of sorting out common problems, whether it was the Tennessee Valley Authority, or the beginning of the Marshall Plan.

President Truman used the management experts to develop the Marshall Plan, which would rebuild the war-torn countries in Europe.

President Eisenhower, as I noted, had also a similar group of about 15 to 20 management personnel in the then Bureau of the Budget. Those professionals did not change when Presidents changed. They served the Presidency. After the Eisenhower administration, the then Bureau of the Budget became more and more politicized.

Unfortunately, Y2K is only a small piece of the larger management problem as the Federal Government attempts to update its information technology. We have asked the Comptroller General of the United States to have the General Accounting Office survey the adequacy of hardware and software in the executive branch.

In recent years, five major Federal agencies have launched computer modernization efforts that sunk from very lofty goals to abject failures. These efforts, by the Internal Revenue Service, the Federal Aviation Administration, the Department of Defense, the National Weather Service, and the Medicare program can best be summed up as an ongoing series of repetitive disasters that at the highest possible cost failed to produce useful computer systems needed to serve the public.

The Internal Revenue Service finally realized that its project had failed when it hit the \$4 billion mark. The Federal Aviation Administration, which as a freshman member I was taken out to look at that project, along with the gentleman from Florida (Mr. MICA), and when we walked into the room and knew something was wrong. What was wrong? The place was not being managed.

The FAA had a similar disaster and that was it, and it cost over \$3 billion when somebody finally pulled the plug. Both were costly examples of abysmal management.

The American taxpayer deserves a lot more from the executive branch than it has received. Three years ago, the General Accounting Office reported that, quote, "these efforts are having serious trouble meeting cost, schedule and/or performance goals. Such problems are all too common in Federal automation projects," unquote.

In short, good management could have saved the taxpayers billions of dollars and given the government and its citizens modern, efficient, productive, and effective technology.

What is needed is not just to strengthen the President's staff in the area of information technology, but to

have an integrated approach to management improvement.

The desperate need for improvement in financial management systems, to which I have already referred, can be pursued only in concert with information technology. Moreover, many of the failures in upgrading these computer systems can be traced to inadequacies in the procurement process.

At present, these three specialized areas of management which are in three separate statutory offices within the Office of Management and Budget essentially involve procurement and the review of regulations, all of which is very important, and it can be tools to move an agency into being much more effective than without that kind of leadership. We must remove all of the people that are in OMB from the shackles of the budget process and insist that they work together to eliminate the further loss of billions of dollars in wasteful and unsuccessful systems development. Those offices should be part of the Office of Management.

Many other management challenges lie ahead. We need an organized and comprehensive government-wide plan to protect government computers from invasion, such as the Melissa and "I love you" viruses. Over the next few years, the Federal workforce will suffer massive attrition. We need an executive branch agency-wide strategy to train new workers and to retain veteran employees.

An Office of Management would produce enormous dividends in these areas simply by the early identification of problems such as these and pointing the way toward the most effective solutions. Presidents need help. An Office of Management would provide that help.

Mr. Speaker, there are other vital areas that need the same kind of scrutiny and guidance that I believe would flow from an Office of Management. Beginning with the Debt Collection Improvement Act, which became law in 1996, Congress has attempted to provide Federal departments and agencies with the tools they need to collect the billions in dollars in debts that are owed to the government. Whose money is it? It is the taxpayers' money. Yet so far, their collection efforts have been sluggish and ineffective.

Good financial management practices and systems should be in place throughout the Federal Government. However, recent subcommittee hearings have again shown that too many agencies have neither financial managements and up-to-date systems. Property management, procurement and personnel policies continue, on and on.

Most White House staffers are interested in policy development, not managing policy implementation, and that is true of most administrations. They come out of the very best colleges and universities of America and they want to make policy. Most of these policies fail because nobody has an under-

standing of management and the implementation of policies, and the cooperative needs between the various executive branch agencies if you are going to be truly effective.

Policy involves hope, excitement, and media coverage. Management, on the other hand, appears dull and dreary, whether it is program management or financial management. Yet good policies that are not translated through management into action have no value and those policies will never go anywhere.

Removing the management problems from the current Office of Management and Budget would provide the President with a rational division of labor that would place a new and necessary emphasis on managing what is currently unmanageable. Those now engaged in budget analysis fulfill different roles than those who work in financial and program management. Both management and budget staffs would participate in annual budget reviews of executive branch departments and agencies. We do not need to create a new bureaucracy, or require a major reorganization of the Executive Office of the President.

We do, however, need to create a separate Office of Management whose director has clear and direct access to the President, similar to the relationship of the director of an Office of the Budget. If we are to create government-wide accountability, the President needs an Office of Management. It is essential, it is long overdue reform that taxpayers deserve and that good government demands.

An Office of Management could work with departments and agencies in measuring the value of program effectiveness. There is very little evaluation of program effectiveness.

In a bipartisan basis, in the first few years I was a member of Congress, the performance and results law of 1994 has worked and is starting to work more effectively. In the beginning, it was setting goals. Those achievements have seldom been reached. The agencies need to look at how efficient and how effective they are? And if they are not effective or efficient, then change it or get rid of it.

The cities and counties of America have had great improvements in the delivery of these programs over the last few years.

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If Oregon can do it, why cannot the Executive Branch of the Federal Government?

If New Zealand can do it, why cannot the Executive Branch of the Federal Government?

If Australia can do it, why cannot the Executive Branch of the Federal Government?

In August 1910, former President Theodore Roosevelt spoke to this very issue: "No matter how honest and decent we are in our private lives, if we do not have the right kind of law and